

2/24/78

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FORM OF DOCUMENT	CORRESPONDENTS OR TITLE	DATE	RESTRICTION
Memo	M. Blumenthal to Pres. Carter, 4 pp. re:Discussion w/Chancellor Schmidt	2/24/78	A

FILE LOCATION

Carter Presidential Papers-Staff Offices, Office of Staff Sec.-Presidential Handwriting File 2/24/78 Box 74

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THE PRESIDENT'S SCHEDULE

Friday - February 24, 1978

7:30 Breakfast with Vice President Walter F. Mondale,
(90 min.) Secretary Cyrus Vance, and Dr. Zbigniew Brzezinski.
The Oval Office.

9:00 Dr. Zbigniew Brzezinski - The Oval Office.

9:30 Signing Ceremony for the Endangered American
(15 min.) Wilderness Act - 1978. (Mr. Frank Moore) -
The Cabinet Room.

9:45 Senator Quentin Burdick. (Mr. Frank Moore).
(15 min.) The Oval Office.

10:30 Mr. Jody Powell - The Oval Office.

11:30 Mr. Charles Schultze - The Oval Office.

1:30 Senator Henry Bellmon. (Mr. Frank Moore).
(15 min.) The Oval Office.

2:00 Meeting with Chief Executives of the National
(20 min.) Council of Churches. (Ms. Midge Costanza).
The Roosevelt Room.

7:00 Reception for Friends from New Hampshire.
(60 min.) The State Floor.

Revised:
2/23/78
6:30 p.m.

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Friday - February 24, 1978

NOT ISSUED

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The Roosevelt Room.

✓ 7:00 Reception for Friends from New Hampshire.
(60 min.) The State Floor.

THE WHITE HOUSE
WASHINGTON

February 24, 1978

Clem Conger

The attached was returned in
the President's outbox. It is
forwarded to you for appropriate
handling.

Rick Hutcheson

cc: Frank Moore
The First Lady

RE: TREATY ROOM CHANDELIER

THE WHITE HOUSE
WASHINGTON

	FOR STAFFING
	FOR INFORMATION
✓	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND

ACTION
FYI

to C Conger

	MONDALE
	COSTANZA
	EIZENSTAT
	JORDAN
	LIPSHUTZ
✓	MOORE
	POWELL
	WATSON
	McINTYRE
	SCHULTZE

	ENROLLED BILL
	AGENCY REPORT
	CAB DECISION
	EXECUTIVE ORDER

Comments due to
Carp/Huron within
48 hours; due to
Staff Secretary
next day

	ARAGON
	BOURNE
	BRZEZINSKI
	BUTLER
	CARP
	H. CARTER
	CLOUGH
	FALLOWS
✓	FIRST LADY
	HARDEN
	HUTCHESON
	JAGODA
	GAMMILL

	KRAFT
	LINDER
	MITCHELL
	MOE
	PETERSON
	PETTIGREW
	POSTON
	PRESS
	SCHLESINGER
	SCHNEIDERS
	STRAUSS
	VOORDE
	WARREN

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

February 24, 1978

cc: Clem -
Do it during
Easter recess
J. C.

MEMORANDUM FOR THE PRESIDENT

FROM:

Clem
CLEM CONGER

In response to your letter of February 21, we will regretfully return the Treaty Room chandelier (sold from the East Room in 1902) to the Capitol from whence it was borrowed in 1962. Unfortunately, we do not have a satisfactory replacement. We have one small Victorian bronze chandelier which was acquired for the Lincoln Sitting Room but it has not yet been hung. Unfortunately, it is not nearly large enough for the Treaty Room.

When I learned of the possible return of the chandelier, I sent a photograph of the present chandelier to one of the big antique chandelier dealers in New York to see if he could find a similar chandelier for the Treaty Room. The Capitol chandelier is admittedly rather large for the room; nine feet have been cut off the shaft.

We will arrange to take the chandelier down and restore the shaft and send it to the Capitol in the near future. We could return it right away if that is necessary, but we would prefer to wait a little while to see if we can possibly purchase an adequate replacement before the present one leaves.

cc: Mrs. Carter
Mr. Frank Moore

THE WHITE HOUSE
WASHINGTON

2-21-78

To Clem Conger

The Senate has
a promise that the
Treaty Room chandeliers
will be returned to
them. Please do so.

Let me know options
on a replacement.

J. Carter

cc Rosalynn
Frank

THE WHITE HOUSE
WASHINGTON

February 24, 1978

Barry Jagoda

The attached was returned in the President's outbox today and is forwarded to you for appropriate handling. Please confirm the accuracy of the figures on page 1 with OMB, per the President's note.

Rick Hutcheson

cc: Jody Powell
Jim McIntyre

RE: STATUS REPORT - REVIEW OF
AUDIOVISUAL PROGRAMS

THE WHITE HOUSE
WASHINGTON

	FOR STAFFING
	FOR INFORMATION
✓	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND

ACTION	FYI	
		Barry - pl's of the figures The
		MONDALE
		COSTANZA
		EIZENSTAT
		JORDAN
		LIPSHUTZ
		MOORE
	✓	POWELL
		WATSON
	✓	McINTYRE
		SCHULTZE

Barry - pls confirm the accuracy of the figures on p.1 of OMB, per the pres's note

	ENROLLED BILL
	AGENCY REPORT
	CAB DECISION
	EXECUTIVE ORDER
	Comments due to Carp/Huron within 48 hours; due to Staff Secretary next day

		ARAGON
		BOURNE
		BRZEZINSKI
		BUTLER
		CARP
		H. CARTER
		CLOUGH
		FALLOWS
		FIRST LADY
		HARDEN
		HUTCHESON
/		JAGODA
		GAMMILL

	KRAFT
	LINDER
	MITCHELL
	MOE
	PETERSON
	PETTIGREW
	POSTON
	PRESS
	SCHLESINGER
	SCHNEIDERS
	STRAUSS
	VOORDE
	WARREN

THE WHITE HOUSE
WASHINGTON

2/23/78

Mr. President:

Watson, Pettigrew and OMB concur. (OMB observes, however, that it cannot vouch one way or the other for the estimated savings and examples of mismanagement cited on page one of the memo.)

Powell and Eizenstat had no comment.

Rick

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

February 17, 1978

MEMORANDUM FOR THE PRESIDENT

FROM:

BARRY JAGODA *B.J.*
ROBERT LISSIT *RL*

SUBJECT:

Status Report - Review of Federal
Audiovisual Programs °

Since you approved this effort last April, our review has confirmed the initial impression of widespread ineffectiveness in Federal audiovisual programs. There is great potential for cost savings and management improvement of the \$500 million spent annually on these programs.

The review you ordered has revealed:

- self-promoting or wasteful agency film-making. We identified more than 40 films planned by such agencies as the Geological Survey, Food and Drug Administration and Bureau of Land Management, at costs of \$70,000 to \$125,000 each, which were aimed at audiences too small to justify the cost or leaned more toward improving the agencies' image than informing the public.
- unnecessary production facilities. We have recommended closing or consolidating as many as 50 duplicative or under-utilized audiovisual facilities. Many agencies build such facilities, even though they would often get better products for less money from commercial sources.
- improper practices. Audits have been recommended of projects which cost the government more than \$1,750,000.

We have submitted reports and recommendations to 17 departments and agencies. If all our recommendations are followed, the immediate saving will exceed \$10 million. Several departments are at work revising their procedures, making possible substantially larger savings. However, to assure continuing government-wide attention to this problem, we propose two steps:

(1) Government-wide Rules

We have worked with OMB to develop an audiovisual management circular, which OMB will issue, setting these guidelines.

Policy

- (a) Audiovisual products should be used as support tools for specific programs, not to promote an agency's image or to express its opinion on subjects broader than specific programs.
- (b) Audiovisual products should not be used to influence pending legislation, promote sales of products, or promote the status of individual industries.
- (c) Audiovisual products dealing with history or art should educate and inform, not promote the agency's role or program.

Procedures

- (a) Under-utilized video facilities will be closed down, and agencies will share those which remain.
- (b) Agencies should use independent evaluators on a regular basis to test the effectiveness of their products.
- (c) Public records of audiovisual productions shall be maintained by the General Services Administration. Agencies shall check those records before making a film to ensure that the subject has not already been covered by another agency.
- (d) Agencies shall use the most economic means of production, including contracting out where appropriate.

(2) On-going Action

This project has been located at the Office of Telecommunications Policy, which is being eliminated. We think further effort is needed to help the agencies comply with the new circular and to monitor their response to the specific recommendations

our study provided. Your Reorganization Project is working out a long term arrangement as part of its study of GSA; that report is due this spring. In order to not lose momentum, we recommend that GSA be given the immediate responsibility of monitoring compliance with the recommendations and the circular. Jay Solomon concurs.

We recommend releasing to the press a summary of our findings, the circular, and the plans for ongoing efforts.

Approve _____

✓

Disapprove _____

JC

Be sure they
are accurate

J

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T H E W H I T E H O U S E

WASHINGTON

DATE: 20 FEB 78

FOR ACTION: STU EIZENSTAT *nc*

JODY POWELL

JACK WATSON

JIM MCINTYRE *lower*

RICHARD PETTIGREW *concur*

INFO ONLY: THE VICE PRESIDENT

FRANK MOORE (LES FRANCIS)

*no need to wait
for comments*

SUBJECT: JAGODA MEMO RE STATUS REPORT - REVIEW OF FEDERAL AUDIO-
 VISUAL PROGRAMS

+++++
+ RESPONSE DUE TO RICK HUTCHESON STAFF SECRETARY (456-7052) +
+ BY: 1200 PM WEDNESDAY 22 FEB 78 +
+++++

ACTION REQUESTED: YOUR COMMENTS

STAFF RESPONSE: () I CONCUR. () NO COMMENT. () HOLD.

PLEASE NOTE OTHER COMMENTS BELOW:

ID 780885

T H E W H I T E H O U S E

WASHINGTON

DATE: 20 FEB 78

FOR ACTION: STU EIZENSTAT

JODY POWELL

JACK WATSON

JIM MCINTYRE

RICHARD PETTIGREW

INFO ONLY: THE VICE PRESIDENT

FRANK MOORE (LES FRANCIS)

SUBJECT: JAGODA MEMO RE STATUS REPORT - REVIEW OF FEDERAL AUDIO-
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PLEASE NOTE OTHER COMMENTS BELOW:

THE WHITE HOUSE
WASHINGTON

2/22/78

Mr. President:

~~Waggon~~
~~Melnyre~~ and Pettigrew
concur.

Eizenstat and Powell have
no comment.

Rick

Met comment will be made
Thurs 1st comm.
4 PM today

THE WHITE HOUSE

WASHINGTON

OMB

OFPP is having
problems

Thurs day

2³⁰p will call back



EXECUTIVE OFFICE OF THE PRESIDENT

OFFICE OF MANAGEMENT AND BUDGET

WASHINGTON, D.C. 20503

FEB 23 1978

MEMORANDUM FOR: Rick Hutcheson

FROM: Wayne G. Granquist *Wayne*

SUBJECT: Barry Jagoda's and Bob Lissit's
Memorandum of February 17, 1978
on Audiovisual Review

Thanks for forwarding Messrs. Jagoda's and Lissit's February 17 memorandum to the President. We do not have any problem with references in the memorandum to the proposed OMB audiovisual circular. The circular is in final stages of clearance within OMB, and we will coordinate its release with Barry Jagoda's office. The estimated savings and examples of mismanagement outlined on the first page of the memorandum have not been coordinated with OMB. We assume, however, they have been adequately staffed with the involved agencies by Messrs. Jagoda and Lissit.

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

February 24, 1978

C
/

MEMORANDUM FOR THE PRESIDENT

FROM: FRANK MOORE *F.M./pd*

Senator Bellmon was unable to keep his 1:30 p.m. meeting with you today. We have scheduled Senator Jackson to see you at that time.

Senator Jackson requested the meeting so that he can give you a report on his trip to China (he returned to the States this past Tuesday).

You can also use this opportunity to discuss the natural gas impasse with the Senator.

2:00 PM

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE
WASHINGTON

February 23, 1978

THE NATIONAL COUNCIL OF CHURCHES OF CHRIST
OF AMERICA

Friday, February 24, 1978
2:00 p.m. (20 minutes)

Roosevelt Room

From: Margaret Costanza *mc*

I. PURPOSE

To discuss with the President their concerns with regard to Human Rights, Urban Policy, and Nuclear Disarmament.

II. BACKGROUND, PARTICIPANTS AND PRESS PLAN

A. Background: The National Council of Churches of Christ is a vital expression of the ecumenical movement in America. It is composed of thirty-one denominations representing more than forty million people. It is an activist-oriented association of religious institutions that support a host of activities from improving race relations to assisting Planned Parenthood Programs in over 80 countries.

The National Council has provided 4.9 billion pounds of food, clothing, and health supplies in emergency situations around the world and it coordinates wide-ranging work of member churches on world food needs.

The National Council also works with the major networks in producing religious programs for radio and television and it brings together church leaders and government officials to discuss issues of common concern.

THE WHITE HOUSE

WASHINGTON

-2-

B. Participants: See attached list

C. Press Plan: White House Photo/Brief Standard Photo
in the beginning

III. TALKING POINTS

Since the National Council supports the Administration's Welfare Reform proposals and would like to help in any way they can to expedite their adoption into law you might ask for their support.

The National Council is especially concerned about the "powder keg" of unemployed teenagers and supports your commitment to full employment. To this you might want to mention the current CETA extension.

The National Council would like for the Administration to encourage the enforcement of economic sanctions against the South African government until it begins to deal more responsibly with its Human Rights issues.

The National Council is also very concerned that the Administration recognize that the case of the Wilmington 10 embodies Human Rights issues with global implications. You might want to mention that there was a demonstration in front of the White House on February 4 and that you have received over 40,000 signatures on petitions demanding the release of the release of the Wilmington 10 prisoners but that it is essentially a state case and therefore Federal involvement must be guarded.

The National Council is also very concerned about the progress of the SALT talks and the proliferation of Nuclear Weapons.

The National Council supports the Administration's Energy Program and the Panama Canal Treaties.

The Council membership is presently preparing a series of policy statements, which they plan to present to you during the meeting, that will treat each of these items in greater depth.

THE WHITE HOUSE

WASHINGTON

NAME:

CHURCH:

Bishop Charles H. Foggie	African Methodist Episcopal Zion Church
Rev. Robert C. Campbell	American Baptist Churches
The Most Rev. Torkom Manoogian	Armenian Church of America
Rev. Kenneth L. Teegarden	Christian Church (Disciples of Christ)
Bishop Elisha P. Murchison	Christian Methodist Episcopal Church
Right Rev. Milton Wood	Episcopal Church
Rev. Eric Zacharias	General Convention Swedenborgian Church
Dr. William H. Lazareth	Lutheran Church in America
Francis G. Brown	Philadelphia Yearly Meeting of the Society of Friends
The Most Rev. Thaddeus Zielinski	Polish National Catholic Church of America
Rev. James E. Andrews	Presbyterian Church in the USA
Fr. Severino Vijenti	Patriarchal Parishes of the Russian Orthodox Church in the USA
Rev. Sloan S. Hodges	Progressive National Baptist Convention
Rev. Arie Brouwer	Reformed Church in America
Right Rev. Bishop Firmilian Ocokoljich	Serbian Eastern Orthodox Church for the USA and Canada

THE WHITE HOUSE

WASHINGTON

-2-

NAME:

CHURCH:

Fr. Meno	Syrian Orthodox Church of Antioch
Most Rev. Bishop Andrei Kuschak	Ukrainian Orthodox Church of America
Dr. Avery Post	United Church of Christ
Bishop W. Kenneth Goodson	United Methodist Church
William P. Thompson	United Presbyterian Church
James A. Hamilton	National Council of Churches
Claire Randall	National Council of Churches
Bishop Silas	Greek Orthodox Archdiocese of North and South America
Dr. Dorothy Height	National Council of Churches
Pam Richard	National Council of Churches
Fr. John Meyendorff	Orthodox Church of America
Rev. David Brown	National Council of Churches
Right Rev. Dezo Abraham	Hungarian Reform Church
Very Rev. George Rados	Antiochian Archdiocese

THE WHITE HOUSE

WASHINGTON

AGENDA FOR THE
PRESIDENT'S MEETING WITH THE CHIEF EXECUTIVE
OFFICERS OF THE NATIONAL COUNCIL OF CHURCHES

I. Opening Remarks:

Mr. William Thompson, President,
National Council of Churches.

- a. Presentation to the President
of a commemorative Bible.
- b. Opening remarks will also
include brief statements on
Human Rights in South Africa,
the case of the Wilmington 10,
Control of Nuclear Weapons
production and sales, and
support for the Panama Canal
Treaties and the Administration's
Urban Policy initiatives.
- c. Mr. Thompson will conclude his
remarks with a request that
the President join in a Prayer
with the National Council before
he leaves the meeting.

II. The President's Response to Mr. Thompson's Opening
Remarks.

III. Questions from specific Council members directed to
the President from:

Francis Brown,
Philadelphia Yearly
Meeting of the Society
of Friends.

on

RELATIONSHIP BETWEEN
FEDERAL SPENDING FOR
DOMESTIC NEEDS AND
MILITARY NEEDS.

Rev. James Andrews,
Presbyterian Church
in the USA

on

HOW CAN THE NATIONAL
COUNCIL HELP SECURE
THE PASSING OF THE
HUMPHREY-HAWKINS BILL.

(more)

THE WHITE HOUSE

WASHINGTON

-2-

Rev. David Brown,
National Council
of Churches.

on

OPPRESSION OF
MINORITIES IN OTHER
COUNTRIES, ESPECIALLY
RELIGIOUS GROUPS.

THE WHITE HOUSE
WASHINGTON

C
/

AGENDA FOR THE
PRESIDENT'S MEETING WITH THE CHIEF EXECUTIVE
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on

RELATIONSHIP BETWEEN
FEDERAL SPENDING FOR
DOMESTIC NEEDS AND
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Rev. James Andrews,
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in the USA

on

HOW CAN THE NATIONAL
COUNCIL HELP SECURE
THE PASSING OF THE
HUMPHREY-HAWKINS BILL.

(more)

THE WHITE HOUSE

WASHINGTON

-2-

Rev. David Brown,
National Council
of Churches.

on

OPPRESSION OF
MINORITIES IN OTHER
COUNTRIES, ESPECIALLY
RELIGIOUS GROUPS.

THE WHITE HOUSE
WASHINGTON

February 24, 1978

Frank Moore

The attached was returned in
the President's outbox. It is
forwarded to you for appropriate
handling.

Rick Hutcheson
cc: Hamilton Jordan

SEN. JACKSON AND ALLEN
AMENDMENT

THE WHITE HOUSE
WASHINGTON

	FOR STAFFING
	FOR INFORMATION
✓	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND

ACTION	FYI	
		MONDALE
		COSTANZA
		EIZENSTAT
✓		JORDAN
		LIPSHUTZ
✓		MOORE
		POWELL
		WATSON
		McINTYRE
		SCHULTZE

	ENROLLED BILL
	AGENCY REPORT
	CAB DECISION
	EXECUTIVE ORDER
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	PETERSON
	PETTIGREW
	POSTON
	PRESS
	SCHLESINGER
	SCHNEIDERS
	STRAUSS
	VOORDE
	WARREN

1:30 p.m.

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE
WASHINGTON

February 24, 1978

*done -
doubtful if
Scoop will play
major role
J*

MEMORANDUM FOR THE PRESIDENT

FROM: FRANK MOORE *Fm/pc*

At your meeting with Senator Jackson at 1:30 p.m., we need you to talk to him about the Allen amendment to the Panama Canal Treaties and urge Senator Jackson to help in opposing the Allen amendment.

The Allen amendment gives the President the option to maintain a defense presence in the Canal Zone after the year 2000. Acceptance of the Allen amendment would kill the Treaties.

10:00 a.m.

THE PRESIDENT HAS SEEN,

THE WHITE HOUSE

WASHINGTON

February 23, 1978

MEMORANDUM FOR:

THE PRESIDENT

FROM:

LANDON BUTLER

SUBJECT:

Coal Strike Meeting

DATE: Friday, February 24, 1978

TIME: 10:00am

LOCATION: The Cabinet Room

I. BACKGROUND

At this stage, the only obstacle to a negotiated settlement is a simple "yes" from BCOA. Circumstances are such that no further negotiation is feasible -- the only other alternative is direct governmental action.

The success of this meeting may hinge on how well you convince the participants that you and your Administration share their concern for long-term stability and productivity issues. This point is covered in the Talking Points below in more detail.

Bob Strauss will brief you on any late developments before the meeting.

II. PRESS PLAN

Because we think you will be most persuasive if the atmosphere is private and frank, there will be no press present.

III. PARTICIPANTS

Four out of five of the participants are coming to the meeting with a positive attitude about a P&M settlement. The fifth, Howard Blauvelt of Continental Oil, is likely to be argumentative. When you enter the room, you should shake hands and chat briefly with each participant.

Coal Industry Participants:

--Edward B. Speer, Chairman of the Board, United States Steel Corporation. USS is itself the sixth largest

producer in BCOA, with "captive" mines in Pennsylvania and Kentucky. Mr. Speer has worked with Strauss to help convince the BCOA of the need for a prompt settlement on the P&M terms. He has been publicly supportive of the Administration's steel policies.

- Lewis Foy, Chairman of the Board, Bethlehem Steel Company. Bethlehem Steel's subsidiary, Bethlehem Mines Corporation, is the seventh largest producer in BCOA with its largest mines in Pennsylvania. Like Speer, Foy has been working with Strauss for a settlement. Foy took the lead in the Business Council in praising the Administration's steel positions.
- George Stinson, Chairman of the Board, National Steel Corporation. Bob Strauss considers Stinson to be the ablest of the steel executives; it is Stinson who persuaded Speer and Foy to work for a P&M settlement within the BCOA. Stinson is influential because of his ability; National Steel is not one of the top ten producers in BCOA.
- Nick Camicia, Chairman of the Board, The Pittston Company. Pittston is the fifth largest producer in the BCOA with mines in Virginia, West Virginia, and Kentucky. Camicia is an ex-miner who is tough and practical. He is a member of the BCOA Executive Committee and has recently chaired the committee which negotiated with Ray Marshall in the past few days. He is the only person in this group today who attended the February 15th meeting in the Roosevelt Room. Camicia is probably the most pivotal person in the meeting; he will have a great deal of influence on other BCOA members.
- Howard Blauvelt, Chairman of the Board, Continental Oil Company. Continental Oil's wholly owned subsidiary, Consolidation Coal Company, is the second largest producer in BCOA, with a total 1976 production of almost 56 million tons. Most of Consolidation's Eastern mines are in West Virginia and Eastern Pennsylvania. Ed Speer has warned that Blauvelt may be "feisty" in the meeting today.

Administration Participants:

The Vice President, Secretary Marshall, Secretary Schlesinger, Ambassador Strauss, and Wayne Horvitz.

IV. TALKING POINTS

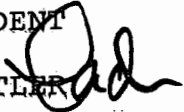
- The coal strike has continued 82 days because of my conviction that the collective bargaining process should be given every opportunity to work. But we have run out of time.
- The country is on the brink of serious economic disruption. By late March or early April a million people (excluding miners) may be out of work, with more severe layoffs following soon after. The country cannot afford to wait any longer. Unless a settlement is achieved today, the Secretary of Labor will declare an impasse, and I will go on television tonight to announce to the nation the unfortunate circumstances of the situation and the steps I will take to end the strike.
- The ^{latest proposal} ~~P&M~~ agreement is a collectively bargained agreement between responsible parties. I am aware that the agreement is not perfect from anyone's point of view. Many rank-and-file miners object strongly to it. But while the agreement does not contain all the labor stability clauses the industry had sought, it does provide, for the first time, authority for the companies to discipline those who instigate wild-cat strikes. And in purely economic terms, the agreement is virtually identical to the terms the industry had accepted earlier.
- With each delay and reopening of negotiations the industry's position has become worse. Given the divisions in the UMW and the virtual impossibility of getting a new contract ratified by the Bargaining Council, there is not time for further modification of the contract. The industry must decide to accept it or reject it. The industry should accept it now. I urge you to settle this dispute immediately, in the national interest and on behalf of the American people.
- I have made energy my top domestic priority, and coal conversion is the centerpiece of my energy program. Therefore, I am especially aware of your industry's problems. But I do not believe that these problems can be fully resolved in the emotional climate of these bitter and protracted negotiations. We must solve the short-term problem of reaching a contract before we can fully address the long-term problems that concern us all.

- Specifically, I am sympathetic to the industry's concerns with productivity, labor stability, and safety regulation. I understand that management rights enjoyed by other industries, such as the right to discipline illegally striking workers, to discipline workers during probationary periods, and to establish incentive systems, have not been fully available to the coal industry; as a result, your labor problems have been severe. Moreover, I am aware that you have problems with regulations in the area of mine safety that are similar to those of other employers regulated by OSHA.
- I am prepared to work actively with you to address these long-term problems. One step I will take will be the immediate appointment of a Presidential Commission on the Coal Industry. I will ask the Commission to hold hearings in the field, to convene a White House Conference on Coal which I will attend, and prepare recommendations for me within six months. In addition, I will instruct Secretary Marshall to review the regulations governing mine safety to reduce unnecessary and outmoded rules.
- In summary, I believe it is in the highest national interest for the industry to end the strike now without government intervention.
- If I do not hear from you that you have accepted the last UMW offer by 3:00pm this afternoon, I will proceed to notify the country tonight of my assessment of the situation and my actions to end the strike. I want to hear from you personally. As the industry is aware, the only choices before me are a Taft-Hartley injunction, seizure of the mines, or, quite possibly, a combination of these steps. I shall not fail to act.

MEMORANDUM

THE WHITE HOUSE
WASHINGTON

MEMORANDUM TO THE PRESIDENT

FROM: LONDON BUTLER 
DATE: FEBRUARY 24, 1978
SUBJECT: COAL STRIKE MEETING TODAY
10:00am - Cabinet Room

Here are some last-minute suggestions for the coal strike meeting this morning:

- If possible let the coal executives open the meeting with their position. Save your statement until you have heard their arguments. You might simply open the meeting by saying, "Ed, I hope you are bringing me good news."
- Save the setting of the 3:00pm deadline until late in the meeting.
- Make the Coal Commission announcement stronger: call it "a major step."
- Finally, don't let the discussion degenerate into an argument about who was at fault during the negotiating process. The only issue for today is what we are going to do now.

Return to Sen.
Clyde
AMAX
US Steel - Spencer
Anman Hammer

TALKING POINTS

The only way to reach a negotiated settlement is through the present proposal based on the P&M contract. The BCOA has a decision to make and they need to make it now. (AS RAY MARSHALL HAS EXPLAINED.)

If such a settlement is not reached by the end of this week, I will have to act to either invoke Taft-Hartley or to ask you for seizure legislation. (AS JIM SCHLESINGER HAS EXPLAINED.)

I need to know, the country needs to know, and the parties need to know that I will have your support for those actions if a settlement is not concluded by the end of this week. UMW needs to know that you will back me on Taft-Hartley, and BCOA needs to know you will back me on seizure.

All of us and the two parties, would prefer a negotiated settlement to either seizure or Taft-Hartley. I am convinced that the only way to reach negotiated settlement is for it to be clearly understood that we are prepared together to take stronger action if no agreement is reached before the end of the week.

Health
Wcat
Productivity

Impasse
Neg Settlement
T H
Seizure
Fractionalize

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

February 23, 1978

MEMORANDUM FOR THE PRESIDENT

FROM: JIM FALLOWS, ^{Jim} RICK HERTZBERG ^{Rick}

SUBJECT: Endangered American Wilderness Act Signing

1. This is a happy and important day for all those who love the outdoors. The bill you sign into law today -- H.R. 3454, the Endangered American Wilderness Act of 1978 -- represents the largest single addition to the National Wilderness Preservation System since the system was established.

- It adds about 1.3 million acres in ten Western states to the Wilderness System, bringing its total acreage up to 15.7 million acres.
- It expands four existing wilderness areas and creates 13 new ones.
- It is a highly significant piece of environmental legislation that preserves areas that are an irreplaceable part of the heritage of this and future generations of our people.

2. The impulses behind this bill go back to the days of Theodore Roosevelt and Gifford Pinchot, but the specific idea of preserving wilderness areas in their natural state originated in the 1930s, when the Wilderness Society was founded. It took 30 years for the dream to come true with the passage of the Wilderness Act of 1964.

- Among those who worked on the Wilderness Act of 1964 were three members of Congress whom death has taken from us -- Congressman John Saylor of Pennsylvania, Senator Lee Metcalf, and Senator Hubert Humphrey -- and two who are in this room this morning, Senator Frank Church and Congressman Mo Udall.

3. The Endangered American Wilderness Act carries on this work.

- Besides Senator Church and Congressman Udall -- and also Senator Metcalf, who made an important contribution before his death -- the nation owes a debt of gratitude to Senator Jackson, Congressman Teno Roncalio, Congressman Jim Weaver, and Secretary Bergland for their leadership.

- You are also grateful to the other Senators and Representatives and their staffs for their hard work and cooperation.

4. The Administration is committed to giving outstanding natural areas needed protection, and to supplying needed opportunities for development on Federal lands, particularly in the West. We will continue to work closely with Western Senators and Representatives, as we did in gaining passage of this bill.

5. In passing this bill, the Congress has acted to protect natural areas in the lower 48 states, and has demonstrated a commitment to cutting through endless red tape when such areas are at stake.

- Still ahead is the opportunity to act on legislation to save natural areas in Alaska, where some of the most spectacular scenery and most productive wildlife habitats in the world are endangered.
- The Administration has made proposals for Alaskan lands that reconcile the needs for both conservation and development. You hope that the Congress and the Administration can now press forward together to complete action on those proposals.

#

PARTICIPANTS

THE WHITE HOUSE

WASHINGTON

February 23, 1978

BILL SIGNING

H.R. 3454, the Endangered American Wilderness Act

Friday, February 24, 1978

9:30 a.m. (10 Minutes)

Cabinet Room

From: Frank Moore *F.M./pd.*

I. PRESS PLAN

Full press coverage

II. PARTICIPANTS

The President

Senate

Frank Church (D-Idaho)

Spark Matsunaga (D-Hawaii)

Henry Jackson (D-Washington)

House

Morris Udall (D-Arizona)

Teno Roncalio (D-Wyoming)

Bruce Vento (D-Minnesota)

James Weaver (d-Oregon)

Jim Johnson (R-Colorado)

John Krebs (D-California)

Manuel Lujan (R-New Mexico)

Senate Staff:

Tom Williams

Fred Hutchison

House Staff

Andrew Wiessner

Francis Sheehan, Jr.

Administration

Secretary Bergland

Assistant Secretary Cutler

John McGuire, Chief of the National Forest Service

Other

Doug Scott, Sierra Club, Seattle, Washington
John McComb, Sierra Club, Washington, D. C.
Chuck Clusen, Sierra Club, Washington, D. C.

ENDANGERED AMERICAN WILDERNESS ACT OF 1978
SIGNING STATEMENT
FEBRUARY 24, 1978

1

IN MY ENVIRONMENTAL MESSAGE TO THE CONGRESS LAST MAY,
I URGED PROMPT EXPANSION OF THE NATIONAL WILDERNESS PRESERVATION
SYSTEM BEFORE THE MOST DESERVING AREAS ARE LOST FOREVER.

TODAY I AM SIGNING INTO LAW H.R. 3454, THE ENDANGERED
AMERICAN WILDERNESS ACT OF 1978.

2

THIS ACT ADDS ABOUT 1.3 MILLION ACRES IN TEN WESTERN STATES
TO THE WILDERNESS SYSTEM, EXPANDING FOUR EXISTING WILDERNESS AREAS
AND CREATING THIRTEEN NEW WILDERNESS AREAS.

THIS REPRESENTS THE LARGEST SINGLE ADDITION TO THE
WILDERNESS SYSTEM SINCE THE ENACTMENT OF THE WILDERNESS ACT
OF 1964, BRINGING THE TOTAL ACREAGE IN THE SYSTEM UP TO
15.7 MILLION ACRES.

THIS BILL IS CRITICAL IN PRESERVING AREAS THAT ARE A VITAL PART OF OUR NATIONAL HERITAGE AND THAT WILL BE ENJOYED IN THEIR NATURAL STATE BY MILLIONS OF AMERICANS TODAY AND IN FUTURE GENERATIONS.

IN PASSING THIS BILL, THE CONGRESS HAS ACTED TO PROTECT ENDANGERED NATURAL AREAS IN THE LOWER 48 STATES.

WE STILL HAVE BEFORE US THE OPPORTUNITY TO ACT ON LEGISLATION TO PRESERVE NATURAL AREAS IN ALASKA BEFORE SOME OF THE MOST SPECTACULAR SCENERY AND THE MOST PRODUCTIVE WILDLIFE HABITATS BECOME ENDANGERED.

MY ADMINISTRATION HAS MADE PROPOSALS FOR ALASKAN LANDS THAT RECONCILE NEEDS FOR DEVELOPMENT AND CONSERVATION, AND I HOPE THAT THE CONGRESS AND THE ADMINISTRATION CAN PRESS FORWARD TOGETHER TO COMPLETE ACTION THIS YEAR.

THE WHITE HOUSE
WASHINGTON

February 24, 1978

Frank Moore

The attached was returned in
the President's outbox. It is
forwarded to you for appropriate
handling.

Rick Hutcheson

cc: Tim Kraft

HOUSE ACTION ON THE WITTEVEEN
FACILITY

THE PRESIDENT HAS SEEN. ←

→ THE WHITE HOUSE ←
WASHINGTON

done
J

February 23, 1978

ACTION

MEMORANDUM FOR: THE PRESIDENT
FROM: FRANK MOORE *fm*
SUBJECT: House Action on the Witteveen
Facility

The House approved this afternoon the Witteveen facility by a vote of 265 to 125 after passage of a modified Harkin human rights amendment agreed to by our supporters on a voice vote. We believe that the human rights amendment can be tempered or removed in conference.

I recommend that you call Congressman Henry Reuss, Chairman of the Banking Committee, and Congressman Steve Neal, Chairman of the International Trade Investment and Monetary Subcommittee and thank them for their help in securing favorable action on this important bill.

*Neal - meet
Reuss - Fed bldg - (Mc Intyre)
- Nbw*

THE WHITE HOUSE
WASHINGTON

2/24/78

rick--

draft of speech which
would have been delivered
at 9:00 tonight if the
coal strike had not been
settled.

-- susan

2/24/78

THE PRESIDENT HAS SEEN

Coal Speech - Draft Two

I want to speak to you tonight about a grave national emergency of which you are all aware.

This is the eighty-first day of a strike that has closed down more than half of our nation's coal mines.

Until today I had hoped that this strike could be ended through a negotiated settlement between the coal industry and the United Mine Workers. Collective bargaining between labor and management is a foundation of our free enterprise system. I believe in free collective bargaining, and that is why I have made every effort to give the negotiating process a chance to work.

Secretary of Labor Ray Marshall and other federal officials have been working almost continuously to assist the parties to resolve the dispute. Despite their success in bringing both sides together many times when bargaining had broken down, ^{no agreement has yet been reached.} (it appears there is no hope today that agreement can be reached)

The country cannot afford to wait any longer.

In XXXX Midwestern states, coal supplies have already reached a critical level. YYYYYY people are out of work tonight, because factories have laid them off to conserve fuel. There will be ZZZZZZZ more laid off next week, and still more the week after that. By

- 2 -

late March or early April, one million or more Americans will be unemployed because of ^{the coal} ~~their~~ strike.

Throughout the Midwest, in the middle of this bitter winter, houses, schools, and businesses have been operating on reduced power. And the supplies of coal continue to shrink every day.

One thing is clear. This stalemate cannot go on. Even if an agreement were reached today, it would be twenty to thirty days before the mines ^{could begin} ~~began~~ producing coal again -- ^{about} ~~ten~~ days for the members of the United Mine Workers to vote on the terms of the contract, and ten ^{days} to twenty more ^{days} to pump out the mines, ensure their safety, and prepare for production to begin.

Unless the strike ends soon, our nation will face a genuine emergency. Within weeks, we will have to choose between two unacceptable alternatives. If we chose to protect our coal reserves and keep heat and power supplied to our people's homes, we would have immediate, massive shutdowns of our industries, with as many as three million people laid off their jobs. Or we could delay the layoffs, run down our stockpiles of coal, and gamble with the chance of power brownouts -- and the certainty of rotating blackouts through our residential areas. Neither of these is a course we can afford to take.

The effects of a continued strike could be even worse than we anticipate. Our complicated generating and transmission systems are not designed to work at half power. We have never tried using them that way. We don't know how reliably they will operate under those conditions, or whether strains and shortages in one part of the system might cause failure elsewhere.

I repeat. The stalemate cannot go on.

The issues in this strike are complicated and difficult. Both sides have legitimate claims. In this industry, which is so vital to our long-run energy plans, it is essential both that productivity be high and that miners have safe, healthy working conditions with decent wages and benefits.

For more than three months, I have urged both sides to this dispute to resolve those issues themselves.

~~The last clear chance for negotiation came this morning.~~ *This morning*
I personally met with the leaders of ~~XXXXXX~~ *(five) major* coal companies at the White House and asked them to accept ~~by~~ *reach*
Conclude a settlement ~~today - based on~~ *today - based on*
~~3 o'clock today the terms of a compromise agreement.~~

which one ~~major~~ *mineworkers* independent coal company has already signed, and which the UMW's ~~elected~~ *already* bargaining council has ~~over-~~
~~whelmingly~~ approved. I appealed to their concern for the national interest.

~~Unfortunately, their answer was no. [I must confess~~
~~no agreement has been reached.]~~ *As*
~~I am disappointed by the coal industry's response.~~

*The Secretary of Labor has declared
an impasse in the negotiations.*

KA 3a

This morning, I met personally with the leaders of five major coal companies at the White House and asked them to conclude a settlement today--based on a compromise agreement which one independent coal company has already signed, and which the mineworkers' elected bargaining council has already approved. I appealed to their concern for the nation interest.

Unfortunately, ~~they~~ no agreement has been reached. The Secretary of Labor has declared an impasse in the negotiations.

As the President of our nation, responsible for the welfare of all our citizens, I have no choice but to act without further delay.

Tonight I have instructed the Attorney General to begin steps immediately ~~to~~ under the Taft Hartley Act to seek an injunction to require the miners to return to work and the mine owners to operate the mines. In addition, I have asked the Attorney General to coordinate with the governors of the affected states to insure that law and order is maintained and that lives and property are fully protected.

- INSERT 1 -

To make this injunction fair to the workers, I will also take the necessary action to ensure that the wages paid to the miners will be those that have already

Insert 1

These steps are extraordinary, but I have not undertaken
them lightly. They are necessary, and the

~~These steps are extraordinary, but I have not undertake~~

These steps are extraordinary, but they are absolutely
necessary. I Have not undertaken them lightly--and they *comply*
^{with}
~~are~~ the law of the land. I fully expect that ~~all~~ parties
affected by the actions will cooperate fully and abide
completely by the law.

been mutually agreed by the bargaining teams of mine owners and workers, rather than under the terms of the old contract.

In addition, I shall forward to Congress immediately legislation empowering the government to take temporary control of the mines. I have taken this step now to forestall the danger of a new impasse, and to allow Congress enough time for careful consideration and action. If this seizure legislation is passed, it will enable the government to establish procedures to reach a new and perhaps permanent settlement that will be fair to everyone. Immediately after this settlement

is reached the government will return the mines to their owners. Thereafter the industry will continue under the terms of the new contract.

Taking both ~~of~~ these actions is the best way to bring an immediate return to full coal production. It does so in a way that is fair to labor, management and the public. It is the best way to create the conditions and attitudes that will help to resolve, rather than prolong, the dispute.

I have not taken these grave actions to punish or reward either side in this unfortunate dispute. I only seek to insure that coal supplies remain adequate, and that unnecessary unemployment and hardship are averted. ~~We must have a settlement.~~ These actions will enable us to reach that goal.

#

-1-

the President of our nation responsible for the welfare
of all our citizens, it leaves me no choice but
to act ^{without ~~del~~ further delay.} And that is what I have done today.

(Insert)

Closing

Before I close, I would like to speak directly to
the ~~USA~~ coal miners of our nation.

No group of Americans has contributed more to our
country than you. The difficult, dangerous work you per-
form every day has helped America prosper and grow to
become the strongest industrial nation in the history of
the world. Every American is indebted to the coal miners
of this land.

During my campaign for the Presidency, I visited
a ~~USA~~ coal mine in Pennsylvania and toured underground
with local union officers. I came away from that visit
with a renewed sense of respect and appreciation for the
work you do.

Throughout our nation's history, coal miners have not
always been treated with the respect and support you deserve.
As you well know, for too many years in the past, you and
your fathers and grandfathers paid an unfair and bitter

- 5 - 7

price for working in the mines. You did not have the safety protection you needed and deserved. You did not receive compensation for black lung disease or protection against coal dust.

More
1

Improvements are still needed in these areas.

Recently I signed one ~~piece of legislation~~ ^{act of Congress} and will soon sign another one to improve black lung benefits. I have signed new legislation to strengthen federal coal mine health and safety enforcement.

Yet despite past injustices, the coal miners of our nation have never turned their backs on our country. ~~Every~~
~~In times of war and peace,~~
~~time America has been forced to go to war, coal miners have~~
~~been among the first to volunteer, and among the most courageous~~
~~in battle.~~ In a real sense, every working coal miner, whether in peace or war, serves on the front lines of our nation's defense.

Now America needs your help again. As President of the United States I am calling on you ~~to~~ ^{to} once more ~~come to~~
~~Serve your Country~~
~~your nation's aid and return to work on the first available~~
~~shift~~ ^{without delay}

What I am asking you to do is not an act of weakness. It is an act of strength. And I pledge to you that your action will be matched with the fairness, equity, and decency you deserve.

9 The law requires that for the short term you will
work under the terms of your existing contract -- the
1974 National Bituminous Coal Wage Agreement. I will
ask Congress immediately for additional authority to
permit ^{fed} federal officials to ^{set} ~~negotiate~~ ^{facilitate the establishment of} new terms for a
permanent settlement that will be just and fair to all.

To continue the strike any longer will only mean more
suffering for innocent people. Those who will suffer
the most are the poor and the old, children, the families
of workers whose jobs are threatened, and the UMW pensioners
and widows whom you are standing up for today. I know that
you will not let these people down.

As you know, our country is turning more and more
to our coal reserves to meet the energy crisis which we
face. The coming years can be a time of great opportunity
for coal miners and your families and the communities in which
you live. Let us not throw this opportunity away.

I know that you will not let your country down. I
pledge to you tonight that when you return to work your
country will not let you down.

Thank you and good night.

#

7:00 PM

MEMORANDUM

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

FOR THE PRESIDENT AND MRS. CARTER

FROM GRETCHEN POSTON

DATE: 17 February 1978

SUBJECT: RECEPTION
FRIENDS FROM NEW HAMPSHIRE
24 February 1978
6:00-9:00 P.M.

Please find attached a scenario for the function indicated above.

THE WHITE HOUSE

WASHINGTON

MEMORANDUM FOR THE PRESIDENT AND MRS. CARTER

FROM GRETCHEN POSTON *bp*

DATE: 16 February 1978

SUBJECT: RECEPTION FOR FRIENDS FROM NEW HAMPSHIRE
State floor - 24 February 1978
6:00-9:00 P.M.

DETAIL

6:00 P.M. Guests arrive Southwest Gate to Diplomatic Reception Room.

Name tags and pens to be available in Diplomatic Reception Room for guests to fill out and wear. Proceed immediately to State floor.

U.S.M.C. Dixieland Band will be performing in Main Hall.

Buffet being served in East and State Dining Rooms. Four televisions in each room for broadcast of campaign tapes.

Writing press to be mixing-and-mingling on State floor. Press photographers' pen in Main Hall.

7:00 P.M. The PRESIDENT and MRS. CARTER arrive State floor via elevator. Proceed directly to platform in East Room (east wall) for remarks.

Press pool coverage.

Amplification into State Dining Room and color rooms.

Following remarks, the PRESIDENT and MRS. CARTER move into Blue Room for receiving line.

U.S.M.C. Dixieland Band playing in Main Hall. (Dancing)

8:00 P.M. The PRESIDENT and MRS. CARTER depart State floor.

9:00 P.M. All guests depart via Southwest Gate.

ATTACHMENT

THE WHITE HOUSE

WASHINGTON

February 23, 1978

MEMORANDUM FOR THE PRESIDENT

FROM: JIM FALLOWS, ^{Jim}ACHSAH NESMITH *AK*

SUBJECT: Reception for New Hampshire Supporters

NOTE: Approximately 500 people will be here including delegates, contributors, some Democratic officials, 10 group leaders from the "Peanut Brigade" and some people from Rhode Island and Connecticut who went to New Hampshire by the busload to campaign. But mostly these are EARLY New Hampshire supporters, people in whose homes you visited, or who met you at neighbors' houses during the 45 days of campaigning there.

1. ~~January 24 was the actual second anniversary of the New Hampshire primary, but you didn't want to ask them to come down here then because Washington is too cold that time of year and besides there was snow on the ground.~~

2. There is disagreement about what to call someone from New Hampshire -- apparently there is no generally accepted thing like Georgian or New Yorker, though a common answer is "New Englander." You might want to say something like:

Before I first went to New Hampshire I asked someone what people from New Hampshire called themselves, and he said "New Hampshiremen." I wasn't sure how New Hampshire women would feel about that, so I asked someone else if that was what you really call yourselves, and she said, "New Hampshirite." Someone else suggested "Granite Stater," but I still wasn't sure, so I asked someone else and he said, "Republicans." I knew that couldn't be right. So I went to New Hampshire to find out for myself, and now I know what to call people from New Hampshire -- friends.

When you were "Jimmy Who?" to everybody outside of Georgia, they took you into their homes, invited their neighbors over to meet you, campaigned for you through the snow and cold and made you a winner in their state when the experts said it was hopeless for you even to go there. Of course, the experts thought it was hopeless for you to go anywhere then, but the people of New Hampshire proved them wrong.

3. You feel close to people from New Hampshire not only because you won your first Presidential primary there, but because, oddly, they have a lot in common with Southerners. By New England standards they have considered themselves poor until quite recently, when they have become the fastest growing New England state. They are currently feeling fairly prosperous and are enjoying some industrial expansion, unlike most of the Northeast, and have the lowest unemployment rate in New England (you might not want to get into that deeply, however, since this is partly due to low taxes retained by Governor Meldrim Thomson). New Hampshire has some of the same conservative attitudes as Southerners, especially in economic matters, as well as a recent tendency toward ticket-splitting, after generations of being solidly Republican. Both Senators and the Congressmen are Democrats, and before Thomson they had a Democratic governor.

You could say that the North sent Georgia Sherman some years back to improve the layout of our cities and we sent New Hampshire Thomson more recently to modernize their politics.

4. They are firm in their principles and firm in their commitment. Their response and their help not only gave you your first election victory outside of Georgia, but convinced you that the deeply felt concerns and convictions of the American people, whether they were from Georgia or New Hampshire or Iowa, were the same, that our differences were not the important thing. The important thing was the dreams and hopes we share for our families and our country -- our desire to have a strong economy so everyone could share in national prosperity, to solve our energy problems, to have a clean environment and a foreign policy we could all be proud of, to cut out waste and inefficiency and duplication in government so that it can afford to meet our real needs.

5. The Presidential Mountain Range includes the highest point in the Northeast (Mount Washington 6288 ft.) You found when you got there that New Hampshire was your own highest point in New England.

Their rugged terrain has developed their perseverance. The people of New Hampshire came to a land of rocky hills that made farming difficult, but they saw the potential of those rugged hills and used the water power to create a new manufacturing system. When the advent of widespread electric power that did not depend on water power threatened to doom their economy, they developed an electronics industry that made use, again, of what seemed capable of destroying them.

6. When you mentioned in the State of the Union address that our nation was a community, our individual fates linked, our future intertwined, and that acting in that spirit we can move mountains, you were thinking of people like those here

from New Hampshire. Many of them, like you, come from small towns where the sense of community is strong and the people go to church on Sunday and attend the (annual) town meeting on the first Tuesday in March -- people from small farms and small mills and small factories -- who care about their neighbors and their beautiful countryside, and know that what each individual does still makes a great deal of difference in what happens to their community and in their nation.

#

ISSUE: The Democratic Party's "Winograd Commission" (studying the delegate selection process) has recommended that all primaries and caucuses take place during a 3-month period, from the 2nd Tuesday in March - the 2nd Tuesday in June. Leading New Hampshire Democrats have testified against any change which threatens New Hampshire's 'first in the nation' primary status. The President may be asked if he favors forcing New Hampshire to change the date of its primary.

BACKGROUND: The Winograd Commission felt that the presidential nominating process lasts far too long. Furthermore, in recent years, states have attempted to 'leap-frog' the date of their primary ahead of New Hampshire. (Massachusetts attempted to do this in 1976; Puerto Rico recently changed its law to this effect.) The Commission's recommendation would stop this continuing lengthening of the primary process.

The Commission also supported "Rule 20," which provides that if New Hampshire Democrats are unable to persuade the Republican legislature (and Governor) to move New Hampshire's primary date to within the 3-month "window," New Hampshire can retain its early primary in 1980 -- provided New Hampshire Democrats make a "good faith" effort to bring state law into compliance with Party rules.

The Commission recommendations will be voted on by the DNC in April.

SUGGESTED RESPONSE:

"The New Hampshire primary has a unique place in the American political process. New Hampshire was the place of my first primary victory. It is a place where voters give the candidate a careful scrutiny which is impossible later on, and where a candidate can get to know voters on a one-to-one basis.

"I do think, however, that the presidential nominating process lasts too long, and that it would be a relief to voters and to candidates if it were shorter. As I understand it, what the Democratic delegate selection commission did was to recommend that the process be shortened. Apparently recognizing New Hampshire's special difficulty in getting its Republican-dominated statehouse to change its law, another recommendation of the Commission exempts states unable to make the change to the shorter process.

"I would be delighted if New Hampshire remains the first primary in 1980, and hope that, in the context of this shorter process, the New Hampshire primary is always first in the Nation."

THE WHITE HOUSE
WASHINGTON

2/24/78

rick--

comments which president
delivered concerning
settlement of coal strike.

-- susan

ANNOUNCEMENT RE COAL STRIKE
FEBRUARY 24, 1978

1

I AM GLAD TO ANNOUNCE TODAY THAT THE UNITED MINE WORKERS
AND THE BITUMINOUS COAL ASSOCIATION OPERATORS HAVE REACHED A
NEGOTIATED SETTLEMENT OF THEIR DISPUTE.

THIS IS THE OUTCOME TOWARD WHICH ALL OUR EFFORTS -- ESPECIALLY
THE TIRELESS WORK OF LABOR SECRETARY RAY MARSHALL -- HAVE BEEN DEVOTED,
AND IT IS ONE FOR WHICH EVERYONE IN OUR COUNTRY SHOULD FEEL GRATITUDE
AND PRIDE.

2

IT WAS BECAUSE ^{WE} ~~I~~ BELIEVE SO STRONGLY IN THE FREE PROCESS
OF COLLECTIVE BARGAINING THAT I HAVE BEEN DETERMINED TO GIVE THAT
PROCESS EVERY CHANCE TO WORK.

IT HAS WORKED, AND THE SETTLEMENT IT HAS PRODUCED IS BETTER
FOR EVERYONE INVOLVED -- MINERS, COMPANIES, AND THE PUBLIC --
THAN THE VERY DRASTIC STEPS I WOULD HAVE ANNOUNCED TONIGHT IF THE
NEGOTIATING PROCESS HAD FAILED.

ALTHOUGH A SETTLEMENT HAS BEEN REACHED, IT WILL NOT BE
FINAL UNTIL IT IS STUDIED AND DEMOCRATICALLY RATIFIED BY THE
MEMBERS OF THE UNITED MINE WORKERS.

BEFORE I CLOSE, I WOULD LIKE TO SPEAK DIRECTLY TO THEM.

THE WORK YOU DO IS DIFFICULT AND SOMETIMES DANGEROUS.

NO ONE CAN VISIT A COAL MINE EVEN FOR A SHORT TIME, AS I HAVE,
WITHOUT COMING AWAY WITH A VIVID SENSE OF RESPECT AND APPRECIATION
FOR THE JOB YOU DO.

YOURS IS A HISTORY OF STRUGGLE.

WHENEVER THERE HAS BEEN PROGRESS IN THE MINES -- WHENEVER
THERE HAVE BEEN IMPROVEMENTS IN PAY OR IN SAFETY CONDITIONS OR
HEALTH CONDITIONS -- IT HAS BEEN BECAUSE YOU FOUGHT FOR IT.

YOUR DEDICATION TO JUSTICE IN THE MINES HAS BEEN MATCHED
ONLY BY YOUR DEDICATION TO YOUR COUNTRY WHENEVER IT NEEDED YOU,
WHETHER IN WAR OR IN PEACETIME.

THE AGREEMENT THAT HAS BEEN REACHED TODAY IS NO DIFFERENT.

YOU STRUGGLED FOR IT, AND IT IS A SIGNIFICANT ACHIEVEMENT.

THE CHOICE IS YOURS TO MAKE, BUT I HOPE THAT YOU WILL
FOLLOW THE LEAD OF YOUR BARGAINING COUNCIL AND RATIFY THE
NEGOTIATED SETTLEMENT.

THIS AGREEMENT SERVES THE NATIONAL INTEREST AS WELL AS
YOUR OWN.

IF IT IS NOT APPROVED WITHOUT DELAY, TIME WILL HAVE RUN OUT
FOR ALL OF US, AND I WILL HAVE TO TAKE THE DRASTIC AND
UNSATISFACTORY LEGAL ACTION WHICH I WOULD HAVE ANNOUNCED TONIGHT.

THE MINERS AND THE OPERATORS SHARE WITH THE PUBLIC ONE
OVER-RIDING INTEREST, WHICH IS TO RESOLVE THE LONG-TERM PROBLEMS
OF THIS INDUSTRY.

I WILL NOW APPOINT A PRESIDENTIAL COMMISSION TO WORK WITH
UNION AND MANAGEMENT TO FIND ANSWERS TO THE BASIC QUESTIONS OF
HEALTH, SAFETY, AND STABLE PRODUCTIVITY.

IN THE MEANTIME, I OFFER MY CONGRATULATIONS, AND MY
SINCERE THANKS, TO THOSE WHO HAVE MADE THE COLLECTIVE BARGAINING
PROCESS WORK.

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THE PRESIDENT HAS SEEN

THE WHITE HOUSE

WASHINGTON

February 24, 1978

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MEMORANDUM FOR THE PRESIDENT

FROM: HUGH CARTER *HC*

SUBJECT: Weekly Mail Report (Per Your Request)

Below are statistics on Presidential and First Family:

<u>INCOMING</u>	<u>WEEK ENDING 2/17</u>	<u>WEEK ENDING 2/24</u>
Presidential	37,200	32,540
First Lady	1,870	1,650
Amy	940	890
<u>Other First Family</u>	<u>70</u>	<u>80</u>
TOTAL	40,080	35,160

BACKLOG

Presidential	10,530	8,830
First Lady	130	220
Amy	0	0
<u>Other</u>	<u>0</u>	<u>0</u>
TOTAL	10,660	9,050

DISTRIBUTION OF PRESIDENTIAL MAIL ANALYZED

Agency Referrals	18%	17%
WH Correspondence	50%	50%
Direct File	18%	19%
White House Staff	4%	4%
<u>Other</u>	<u>10%</u>	<u>10%</u>
TOTAL	100%	100%

NOT INCLUDED ABOVE

Form Letters and Post Cards	12,410	15,204
Mail Addressed to White House Staff	17,434	15,573

cc: Senior Staff

MAJOR ISSUES IN
CURRENT PRESIDENTIAL ADULT MAIL
Week Ending 2/24/78

ISSUES	PRO	CON	COMMENT ONLY	NUMBER OF LETTERS
Support for Intervention in Coal Strike	97%	2%	1%	3,201
Support for Proposed Middle East Aircraft Sale (1)	12%	84%	4%	1,354
Support for Panama Canal Treaties	7%	91%	2%	1,068
Support for President's Proposal to Increase Aid for Financing Higher Education (2)	10%	90%	0	1,063
Suggestions re: Middle East Peace	0	0	100%	659
Support for Grain Reserve Program (3)	100%	0	0	336
Support for Labor Law Reform Bill	3%	96%	1%	245
Increased Federal Funding for Farmers	99%	0	1%	227
Suggestions re: Tax Reform Package	0	0	100%	<u>118</u>
			TOTAL	8,271

(See Notes Attached)

NOTES TO MAJOR ISSUE TALLY

Week Ending 2/24/78

(1) SUPPORT FOR PROPOSED MIDDLE EAST AIRCRAFT SALE (84% Con)

Critics sharply protest the inclusion of Egypt and Saudi Arabia in the package, warning that a sale to Arabs would endanger Israel's security while crippling the changes for peace.

Supporters (12%) commend the President for "even-handed treatment" of the Middle East nations, and they claim that the aircraft will give Egypt a "fair chance" in the peace negotiations.

(2) SUPPORT FOR AID TO FINANCE HIGHER EDUCATION (90% Con)

Parents of private and parochial school children complain that the Administration's proposal is inadequate and call on the President to support tuition tax credit legislation.

(3) SUPPORT FOR GRAIN RESERVE PROGRAM (100% Pro)

Saying that the program is a "cornerstone of justice for farmers," as well as a hedge against world hunger, writers urge the President to encourage wider participation through a relaxation of eligibility requirements and an increase in storage payments.

2/24/78
New Hampshire
ME - FAMILY - P/N
NH - 16 - men - GRANITE
STATE - REAUS: FRIEND
STRANGERS - TOOK US IN
FELT AT HOME
PERSON TO PERSON
UNIQUE - MICROCOSM
IDEAS - ISSUES - PROBS

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE
WASHINGTON

24 February 1978

MEMORANDUM FOR THE PRESIDENT

FROM:

RICK HUTCHESON *R.H.*

SUBJECT:

Status of Presidential Requests

EIZENSTAT:

1. (1/18) (and Schultze) Analyze for the President:
a) S-71, and b) Federal Bank Commission Bill -- to consolidate bank regulations which are now under 3 agencies -- In Progress, (expected 3/1, previously expected 2/21). *No excuse to take this long*
2. (2/8) What can we do now regarding the R.B. Russell Dam? -- In Progress, (status report on your desk).
3. (2/15) Comment to the President on the letter from Sen. Hayakawa concerning plans to introduce legislation requiring the development of national voluntary scholastic standards -- In Progress, (expected 3/1).
4. (2/15) (and Moore) What can we do about the GAINESVILLE SUN report that the Suwannee River is not included in National Wild and Scenic Rivers system? -- In Progress, (expected 2/28, previously expected 2/23).
5. (2/16) (and Secretary Harris) Be sure to get written suggestions regarding the urban policy from black leaders and other groups, so as to derive good ideas and to minimize the inevitable criticisms later on -- Message Conveyed.
6. (2/21) (and Moore) Assess substance and congressional scheduling and procedures for the draft of the "Emergency Coal Disputes Act of 1978" -- In Progress, (checking with Justice).

LIPSHUTZ:

1. (2/6) Give the President a final analysis of what our responsibilities are versus foreign governments for U.N. protection in New York City by 2/28 -- In Progress, (expected 2/28).

BRZEZINSKI:

1. (2/10) (and Secretary Vance) Expedite a draft reply for the President to Sens. Eagleton and Sarbanes and Reps. Brademas and Rosenthal concerning Cyprus/Turkey/Greece -- Done, (2/22). *done*
2. (2/14) Isn't there already a moratorium on the testing of nuclear weapons in space, regarding letter from Sen. Stevenson? -- In Progress, (an interim reply sent by Brzezinski, with a complete report expected from ACDA in the next 2 weeks).
3. (2/14) Comment on the letter from Sen. Muriel Humphrey concerning S. 2420, International Development Cooperation Act. She is concerned that the Executive Branch is dragging its feet on the analysis of this legislation -- Done, (attached). *letter not an assessment*
4. (2/15) Arrange for Peter Jay to see the President when he returns in order to deliver a personal message from the Prime Minister -- Done, (2/22). *done*
5. (2/23) (Secretary Vance) Have someone briefly assess the letter from Blu Middleton concerning the idea that it is a human right to receive assistance in times of natural or man-made disaster -- In Progress, (with State).

MCINTYRE:

1. (7/11) Our emergency loan/grant criteria are too lax; check with Secretary Bergland -- In Progress, (expected 2/27, previously expected 2/24). *Isn't 7 months enough time?*
2. (1/9) (and Eizenstat, Marshall, Kreps and Blumenthal) Give the President a decision memo on a Presidential statement on a National Center for Productivity and Quality of Working Life -- In Progress, (expected 3/1).

- 3 -

3. (2/3) (and Bourne, Lipshutz, Eizenstat and Brzezinski) Have a final options paper to the President within 2 weeks regarding a Presidential Commission on World Hunger -- Done. *done*
4. (2/9) (Personal) What can we do by executive order to bring consumer protection functions together if we are aggressive? -- In Progress, (with OMB and Esther Peterson; expected 3/1, previously expected 2/21). *Don't let slip*
5. (2/23) Notify Brock Adams that the Pothole Bill is not acceptable -- Done, (Message Conveyed). *done*

SECRETARY MARSHALL:

1. (2/16) In the coal negotiations: a) maintain a strong sense of urgency at all times; b) through Landon Butler keep the President informed with a daily memorandum; include progress to date, remaining issues, and specific goals for the coming day; c) call on the President for needed additional help - Done. *done*

STRAUSS:

1. (2/21) Give the President a brief comment on the letter from Robert Small to Mr. Kirbo concerning textile import problems -- In Progress, (expected 3/3).

SECRETARY BERGLAND:

1. (2/21) Please comment on the memo to Roger Hill from Wayne Sims of Gold Kist Inc. concerning government reports (requirements/reductions) that was forwarded by Mr. Kirbo -- In Progress, (expected 3/2).

CLEM CONGER:

1. (2/21) The Senate has a promise that the Treaty Room chandelier will be returned to them; please do so. Let the President know options on a replacement -- Done. *done*

KRAFT:

1. (2/23) Send nice regret to Dr. Garcia concerning the invitation to speak at the 30th National Annual Convention of the American G.I. Forum of the U.S. -- Done. *done*

SCHULTZE:

1. (2/23) (Secret) Brief assessment of the Blumenthal memo dated 2/22 concerning energy and the dollar -- Done.

not done yet

JORDAN:

1. (2/15) You and Bob Lipshutz assess the letter from Ed Sanders regarding his offer to help in the Middle East. Talk to him and prepare a reply to his letter -- In Progress, (expected 2/28).

expedite

BOURNE:

1. (2/15) What can/should we do on a national killers and cripplers program, (regarding the letter from Mrs. Lasker)? -- Done.

?

THE WHITE HOUSE

WASHINGTON

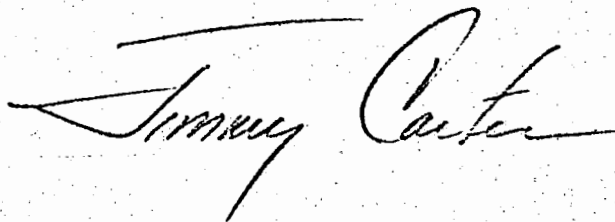
February 16, 1978

To Senator Muriel Humphrey

Thank you for your thoughtful letter of February 9th. I share your desire to bring greater coherence to a more effective foreign assistance effort. To this end, the Executive Branch is now studying urgently the key issues in the Humphrey bill, which we recognize as a serious and constructive effort to deal with the problem. The agencies concerned will have completed their first evaluations by February 21st; after these have been integrated into a single appraisal, there will be a cabinet level meeting to make recommendations to me. I will then be able to communicate to you our view on the bill as a whole. Trying to fix an interim position in the meantime would, I fear, only slow down the process here.

I understand and share your sense of urgency. We will get back to you as soon as possible.

Sincerely,

A handwritten signature in dark ink, reading "Jimmy Carter". The signature is fluid and cursive, with the first name "Jimmy" and last name "Carter" clearly distinguishable.

The Honorable Muriel Humphrey
United States Senate
Washington, D.C. 20510

THE WHITE HOUSE
WASHINGTON

please send my
love

Mammy
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THE PRESIDENT HAS SEEN

THE WHITE HOUSE
WASHINGTON

February 24, 1978

MEMORANDUM FOR THE PRESIDENT

FROM: Bob Lipshutz *BL*
SUBJECT: Peanut Oil Sale Matter

Pursuant to your direction, I am continuing to go over this matter with Jody and to keep him fully informed.

The Department of Agriculture has furnished the Civil Division of the Department of Justice a copy of its investigative report. To date, no recommendation has been made by the Department of Justice.

In the meantime, the internal Department of Agriculture auditor report is completed except for the preparation of "management recommendations". It is anticipated that these recommendations will be completed during the coming week. The Department of Agriculture is furnishing us with this voluminous audit report, along with its recommendations for appropriate corrective actions.

The Department of Agriculture will coordinate with Jody and me concerning any public releases. I will keep you advised.

cc: Jody Powell

10:20 - 2/24/78 (over)

Blauvelt

Contin

Owned Pittston - Camicia

Steel settlement ^{speed} _{for} ^{Stinson}

Employer. work ethic

82 days. bargaining

Out of time ^{pressure - Union}

No settlement. impasse -

TV tonight = ^{no more} time

Latest offer. collective ^{bargain}

TV tonight

No recriminations

Stability & productivity

safety regulation

Presidential Comm. - 6 mos

Highest National interest

Accept (or reject)

DEWEY PRESSLEY

meeting with
Steel executives
re coat Shale

2/24/78

10:00 a.m.

106.2

Pro C good - Spec
Great reluctance
Over regulation MESA/OSHA
Cost - operating expense
50% loss productivity 5 yrs
Wild cat strikes
Outsider cause ↗

= Blawie 1.2 Bilt - 1985
UMW must be competitive
\$2-5/ton extra cost
Buffalo force decision

meeting with steel executives
re coal strike
2/24/78 10:00 a.m. (The Roosevelt Room)

GB- race issue

Scharansky

Habib → Newsome

Schmidt

242/settlements

For 186
breakfast
2-24-78

2-24-78

Kirbo - CAB appt

OK Callo & Ham

appts committee

Cotton gin sale

P Austin / hr → Beighner

Blackbeard beam

THE WHITE HOUSE
WASHINGTON

rick--

pulled at request of
walt wurfel/david rubenstein....

apparently fallows is to
draft something about 12
minutes long; therefore this
draft serves no purpose in
the president's reading

-- SSC

bcc.: ALAN CAMPBELL
MAX CLELAND
STU EIZENSTAT
HAMILTON JORDAN
SI LAZARUS
RICHARD PETTIGREW
JODY POWELL
STEVE SIMMONS
HARRISON WELLFORD

THE WHITE HOUSE

WASHINGTON

February 24, 1978

MEMORANDUM FOR THE PRESIDENT

FROM: JIM FALLOWS, ^{Jr} GRIFFIN SMITH ^{Os}

SUBJECT: Civil Service Speech

Here is the draft of the Civil Service speech.

It reflects the comments and suggestions of the domestic policy staff, the reorganization project staff, OMB, and Civil Service.

The reorganization and domestic policy people generally want uncomplimentary references to the bureaucracy toned down. We have done that to some extent, but since the shortcomings of the bureaucracy are the very reason Civil Service needs reforming, we feel it is important for you to be frank about what is wrong with it.

Some of them also feel you should not draw attention to what the Plan will do for affirmative action (pp 11-12) because this may raise a flag for critics.

Not all the suggestions could be incorporated into this draft. Scotty Campbell has proposed two additions -- one near the beginning and the other a new conclusion. These are attached.

Chairman Campbell also suggests the bottom half of p. 13 be replaced by the following:

We want to strengthen the ability of managers to manage. We want to inspire managers and supervisors to higher performance. We want to make it simpler and easier to require good performance, and to either improve performance or remove those who cannot or will not improve.

We felt, on the contrary, that it was important for you to address the inevitable criticisms directly and give convincing answers to them. Our actual language may need more work, but we feel it takes the right tack.

CIVIL SERVICE SPEECH

When I came to Washington I came with the promise -- and the obligation -- to help rebuild the faith of the American people in their government. They wanted a government that could be trusted, not feared; that would be efficient, not mired in its own red tape; that would respond to their needs, not be preoccupied with needs of its own.

They wanted a government worthy of respect.

Nothing I can do in my term of office is more important than restoring the sense of respect that Americans want to have toward their government.

The American people want their government to care about the services their tax dollars are buying. Americans want a government that is courteous and competent and in command of itself. This is what government reorganization is about. It is the way our government can earn its way back to the good graces of our people.

I came with no illusions that this task would be easy. It is a painstaking process. Our system is the product of many generations, and not in a single generation -- certainly not in a year or two or four -- will the work of reforming it be complete. But we have a chance now to reform what we have -- to build on the past and to prepare for the future.

I am encouraged by what has already been done. We have begun to cut the burden of paperwork on the public, to

adopt zero-based budgeting, to substitute free market competition for government regulation where the interests of consumers would be served. We have begun to reform the administration of OSHA and the Equal Employment Opportunity Commission; we have begun to discard obsolete regulations and to rewrite existing rules into plain and comprehensible English. We have streamlined the Office of the President, disposed of hundreds of superfluous advisory committees, and created a Department of Energy. We have adopted strong ethical codes to ensure that Federal officials have no loyalties except loyalty to the public interest.

Each of these steps is important. But we must now tackle the fundamentals of government performance. The single most important step we can take to improve the quality and efficiency of government is a thorough-going reform of the Civil Service. I intend to make Civil Service reform the centerpiece of my reorganization efforts this year.

The importance of improving the Civil Service is apparent to every American, particularly to those who must deal with the government on a regular basis. The everyday problems citizens encounter -- the missing checks, the inability to get proper information, even the rudeness -- are directly related to the quality of government service. It is impossible to make government work better unless we establish conditions under which government employees can work better.

No one has ever run for the Presidency with more concern, nor been elected with a stronger mandate, to rectify the shortcomings of government service.

Since coming to office, my commitment to do so has been sharpened. I have seen first hand that the same frustration that the American people feel about their government, reflects a similar, and stronger, frustration among those who work within the bureaucracy. Rather than finding complacency with the current system, rather than finding contentment, I have found government managers determined that there be change. No one is more concerned at the inability of government to deliver on its promises than the worker who is trying to do his job right.

I have found in my first months in Washington that many of the people I turn to in the Civil Service perform with spirit and integrity. Nevertheless, there has been considerable criticism of Federal employees in this past year. The public suspects that there are too many government workers, that they are underworked, overpaid, and insulated from the consequences of incompetence. Such a sweeping criticism is unfair to dedicated civil servants who are conscientiously trying to do their best, but we have to recognize that it contains a considerable element of truth. No one is more frustrated by this state of affairs than the best civil servants, who are forced to spend so much of their professional life trying to deal with the other kind.

My programs -- and those of other Presidents -- depend in large measure on the efforts and support of Civil Service employees. These employees are my associates -- my fellow workers. We must have a strong and vital Civil Service if we expect our tax dollars to be well spent and our programs well administered.

For the first century of our nation's history, Federal jobs were routinely handed out under the spoils system. Nothing at all stood between the party that won an election and the power to control nearly every Federal job. Not until 1883 were steps taken to prevent nepotism, incompetence, cronyism, and corruption. In that year, with the passage of the Pendleton Act and the creation of the Civil Service, the pendulum began to swing away from the spoils system, and toward the principle of merit.

The pendulum has continued to swing for nearly a century now -- and in many respects it has swung too far, to the point where our Federal employees are working under conditions that fail to motivate their best performance.

When the Civil Service system was created, it covered ten per cent of all Federal jobs. Now, 93 per cent of the more than 0,000,000 Federal jobs are under a merit system -- 62 per cent under direct Civil Service jurisdiction.

The two criticisms most often heard against the present system are that Federal employees have too little protection against political abuse -- and far too much protection against legitimate judgments about performance and skill. These

criticisms sound contradictory, but both of them happen to be true. And the system that perpetuates them needs to be changed.

For the past 7 months, a task force of more than 100 career civil servants, business leaders, and scholars has analyzed the Civil Service, explored its weaknesses and strengths and suggested ways it can be improved. Their judgments are reflected in the Message I will send to the Congress later this week. I will recommend a major renovation of the organization of Civil Service and of the rules under which we operate our personnel system. Today I want to tell you what these proposals are and explain the reasoning behind them.

First, the simple concept of a "merit system" has grown into a tangled web of complicated rules and regulations. Federal managers are weakened in their ability to motivate the best and most talented people -- and to fire those unwilling to work.

A basically sound system has grown so rigid that it is easier to promote or transfer incompetent employees than it is to get rid of them. It may take as long as three years merely to fire someone.

The complaint process has numerous appeals bodies and as many as seven opportunities for hearings. Twenty per cent of the appeals are reversed, not because they are unfounded, but because somewhere along the line someone made a procedural mistake. Federal employees have become

"headless nails," virtually impossible to remove once they are in.

In our attempt to avoid political abuse, we have lost sight of the original purpose -- which was to reward merit. More than 99 per cent of all Federal employees get a "satisfactory" rating and the pay raise that comes with it. In Fiscal 1976, only 226 people lost their jobs for inefficiency.

Managers cannot manage if they lack both the carrot and the stick.

So: my first proposition is this: Where Civil Service jobs are concerned, the spoils system is no longer the main problem. The main problem is the absence of rewards for excellence and penalties for poor performance. The rigid controls we have strung around ourselves have become an obstacle to good government.

We need to look at the ways to motivate better performance that have been used in private industry and underlie the capacity and power of America. Our nation's ability to grow and prosper has been based on incentives and career opportunities for those who do more and do better. It is time to put the work ethic back into public service!

We must strike a new balance that preserves the merit principle while giving managers the incentive and the authority to manage.

We propose to do this, first, by creating a Senior Management Service comprising the 8400 senior executives whose duties are managerial and who are now classified from

GS-16 up to Executive Level IV or its equivalent. They could be assigned anywhere in the government they were needed; they would be eligible for annual bonuses for superior performance; and they could be removed from the SES for poor performance without appeal rights. Our ability to change and revitalize our government programs is directly proportional to our ability to acquire, develop, move, and reward top-quality executives. No one now in government would be required to join the SES, but those who did would have the satisfaction of serving in an elite corps of the ablest officials. I believe Federal workers are ready and willing to respond to the risks and rewards of competitive life, and public service will be healthier when they have that chance.

I will also ask Congress to authorize the use of incentive pay for the 72,000 Federal managers and supervisors in grades GS-9 through GS-15. Those who perform in an unusually productive fashion would be eligible for annual bonuses, which are a far more attractive and sensible acknowledgment of merit than the silver water carafes and thicker carpets that pass for recognition today.

Another measure I will propose to improve managerial excellence is a speedier disciplinary system. Under the present system, supervisors who care about competence and performance are hesitant to challenge employees who do not do their work. Often they are made to feel that they, not the employee, are on trial. The procedure takes so much

time that they must neglect their own jobs to see it through. The red tape has the effect of denying justice, not promoting it. We want to create a climate in which managers may discharge non-performing employees -- using due process -- with reasonable assurance that their judgment, if valid, will prevail. A system of simplified, streamlined appeals will do that.

* * *

The procedures that exist to protect employee rights are not just a managerial tool; they are a way to guard against arbitrary and capricious harassment of employees. And that is absolutely essential. But employee appeals must now go through the Civil Service Commission, which serves simultaneously as rulemaker, prosecutor, judge, and employee advocate. Not surprisingly, employees who want to expose management abuses -- the so-called "whistleblowers" -- feel extremely vulnerable in a system like this. And as the experience of the last ten years has taught us, cunning politicians and compliant civil servants could interfere in the personnel system regardless of elaborate controls.

So: my second proposition is: Employees still have too little protection for their most important rights. It is time to establish new safeguards against political abuse, and this can be done at the same time we strengthen the ability of managers to manage.

We propose to do this, first, by dividing the present Civil Service Commission into two bodies -- an Office of Personnel Management which would oversee personnel administration, and an independent Merit Systems Protection Board which would act as a one-level appeals board for grievance cases. The Board's three members would be bipartisan, they would be appointed to seven year terms, and they would be removable only for cause. The object would be to establish, for the first time, truly separate and impartial protection of the merit principle.

I will also propose an Office of Special Counsel, charged with the duty of investigating merit violations and protecting "whistleblowers."

By severing the functions of the present Civil Service Commission this way, the new Office of Personnel Management could act as the President's personnel management arm in improving the productivity and performance of Federal workers, while the Merit Systems Protection Board could stand watch against merit abuses and resolve the appeals brought by employees.

* * *

If we can improve managerial efficiency and improve employee protection, we will have gone a long way toward correcting the faults of the present Civil Service system. But one other serious defect remains. That is the network of rules governing hiring and tenure.

Some of these rules are traceable to the lifetime entitlement accorded to veterans in Federal employment. Let me be clear -- this nation has a continuing debt of gratitude to those who have served in time of war. The policy of providing special assistance to wartime veterans in readjusting to civilian life is one that I personally support and so do most Americans. To those veterans who are disabled, our debt is unending -- regardless of how long ago the disability was incurred. To those Viet Nam era veterans, whether disabled or not, we -- as a nation -- have a long way to go before we will have adequately said -- "thank you."

But the general preferences accorded to veterans have become a tangled web that has lost its original purpose.

Because of the preference they enjoy under current law, veterans hold nearly half of all Federal jobs, even though they account for just 22 per cent of the country's total workforce. In some areas there are so many veterans at the head of the line that no one else can hope to get

a Federal job. Preference for veterans puts other groups, like women and the congenitally handicapped, at a severe disadvantage; women, for example, hold just 30 per cent of the full-time Civil Service jobs.

So: my third proposition is that the Federal hiring and tenure rules give an unjustifiable advantage to veterans and put unnecessary barriers in the way of affirmative action programs. I believe that veterans preference in civilian employment should exist primarily to provide readjustment assistance to any disabled veteran and to all veterans of the Viet Nam conflict.

I am asking the Congress, therefore, to cut the normal veterans preference to a period of ten years following discharge. Once veterans who are not disabled have obtained and are secure in Federal jobs, I am asking that their absolute right to "bump" qualified non-veterans be limited. This would be done by crediting them with additional years of service for retention purposes but giving more weight to their performance -- in comparison with the performance of qualified non-veterans -- in deciding who is retained. I am also asking that senior military officers -- field grade and general rank -- who retire after a full military career not be given preference in seeking civilian government jobs and that there be some

reduction in the preference given to other officers and senior enlisted retirees. None of these changes would affect disabled veterans.

I am also proposing to abolish the so-called "rule of three," which requires an agency to choose from among the three job candidates with the highest total scores, regardless of the need to correct long-standing patterns of discrimination. If agencies can choose from among seven or more top applicants, they can give more consideration to unique personal qualities of excellence that often cannot be measured on an examination, and increase the likelihood of hiring those whom our affirmative action programs are designed to benefit.

I realize the proposals affecting veterans will be controversial. But the veterans preference as it now stands is unfair. The issue is as simple as that. Fairness consists in easing the transition to civilian life for people who have served their country, not in awarding a lifetime privilege to the detriment of their fellow citizens. The proposals I will submit to Congress make that distinction; and they focus the preference where it is truly needed: among the more recent veterans of the Vietnam War, who suffer the highest rate of unemployment, and among disabled veterans, whose sacrifice and permanent disability give them a permanent claim on the government they served.

These Civil Service reforms are the heart of my government reorganization effort. Our three objectives, as I have outlined them here today, are giving managers the incentive and authority to manage; increasing employees' protection against abuses of the merit principle; and promoting equity and affirmative action in hiring practices.

The structural and legislative changes we feel will best accomplish this -- to summarize -- are the creation of a Senior Executive Service; splitting the Civil Service Commission into an Office of Personnel Management and a Merit Systems Protection Board; instituting incentive pay; simplifying the appeals process; cutting back the veterans preference; and getting rid of the "rule of three."

Let me be straightforward about the implications of all this.

Our proposals will mean less absolute job security for Federal employees. But we feel that conscientious civil servants will welcome a change that recognizes good performance and rewards it.

Our proposals will mean less of an edge for veterans. But this is fair.

Our proposals will tend to induce civil servants to cooperate with the policies and programs of whatever administration is in power. But this is not "political interference," and it is perfectly proper. The whole essence of democratic politics is for government to respond to the will of the people.

Our proposals do not deal with everything in the Civil Service that needs reforming.

But they do deal with the major changes that should be made. And we have the opportunity, by enacting them, to make the Civil Service more accountable, more productive, more competent, and a better place in which to work.

The true beneficiaries of that will be the American people, who can expect to see a more competent and efficient and responsive government: one that is worthy of the people it was created to serve.

#

SCOTTY CAMPBELL INSERT

Page 1, between paragraph 4 and paragraph 5

It is estimated that all governments -- Federal, State, and local -- now spend about one-third of our total Gross National Product -- a very substantial part of our total economic system.

These expenditures account for about 22 per cent of Gross National Product through direct purchase of goods and services, and about 17 per cent of our civilian employment.

Public sector performance therefore affects the national economy. Quite rightly, the public expects the public sector to be as productive and as efficient as the private sector, and, if it's not to be a drag on the total economy, it must be.

SCOTTY CAMPBELL INSERT

Substitute for last paragraph on P. 14

My views are well summarized by the just released program statement of the Committee for Economic Development, one of the nation's leading groups of business leaders. They said,

"Top quality, highly motivated people with the ability to act can often compensate for inadequate structure. And while the President, his Cabinet officers, and other appointed officials provide the policy substance and administrative style that give Government its direction and character, the performance of public functions depends upon the massive body of public servants who interpret and carry out policy.

"Performance requires management. And management requires a personnel system that provides the incentive and authority for capable people to lead and act. Over the years, the Committee for Economic Development has participated in developing and supporting changes in the Federal civil service system that would strengthen the management of the Federal Government while protecting the legitimate rights of civil servants. We believe the President, the Congress, and the Nation have an unprecedented opportunity to reform the civil service system by applying well established principles and practices to better manage the Federal Government and make it both responsive to citizens and supportive of a professional civil service."

These are exactly the goals of my proposals to Congress.

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

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February 24, 1978

MEMORANDUM TO THE PRESIDENT

FROM STU EIZENSTAT *Stu*
KATHY FLETCHER

SUBJECT RICHARD B. RUSSELL DAM -- INTERIM STATUS
MEMORANDUM

You asked us to examine the status of the project and potential actions which could be taken.

We have made discreet inquiries of Justice, EPA, Interior and Army to determine what actions may be possible and appropriate. At the same time, because of the extreme sensitivity of this issue, we have not informed the agencies of the reasons for the inquiry, and not enough information is yet available for us to make a definitive recommendation. We will have a more complete report and recommendation next week.

Status

The project is in the initial stages of construction. When our original review of water projects was carried out, the project was 8% complete. The FY78 Budget contained \$21 million and our FY79 request contains \$47 million. The total cost of the project is estimated to be nearly \$300 million.

Political Support

Although Butler Derrick is a strong and effective project opponent, the Senate side is solidly in support of the project, making any attempt to stop the project through appropriations impossible without a veto of an appropriations bill, as we have previously discussed. At the present time we are on record seeking FY79 appropriations. We do not believe that Butler Derrick is anxious about going through this fight again this year, at least unless we are willing to veto the entire appropriations bill for this project.

Problems with the Project

1. Litigation

Litigation is in progress on this project. The major issues are:

a. Adequacy of the environmental impact statement under the National Environmental Policy Act.

b. Water quality -- whether EPA should consider the dam a "point source" because of the oxygen depletion which will occur in the downstream Clark Hill Reservoir, with resulting biological degradation. EPA has maintained that dams are not point sources. Although EPA as an agency has always expressed reservations about this project, they have never taken a hard line in opposition.

c. Lack of a wildlife mitigation plan. Under the Fish and Wildlife Coordination Act, the Corps is required to consult with the Fish and Wildlife Service to mitigate wildlife loss. "Mitigation" usually means purchase and dedication of nearby land to wildlife habitat.

The wildlife mitigation issue may in fact be the most vulnerable aspect of the project. The Fish and Wildlife Service and Justice are both examining this question. If an adequate mitigation plan is implemented, large additional land areas would have to be acquired in conjunction with the project. This would substantially increase the cost of the project.

It must be pointed out that the lack of wildlife mitigation plans is a problem of many dam projects. Even when plans have been prepared, sufficient money has seldom been requested or appropriated to carry them out. Russell may be an egregious example, however.

2. Dam Safety

There is also some question as to the safety of the dam. This appears to be fairly well resolved with respect to the Russell structure itself, but it now appears that the upstream dam (Hartwell) may not be designed to handle possible earthquake intensities. Its collapse would affect both Russell and downstream Clark Hill reservoirs.

3. Other

As you know, the project has severe environmental effects in addition to the specific points raised by the litigation. The fact sheet issued with your decision last April is attached.

Recommendation

I think in view of the strong interest of the Senators in this project, it would be a mistake for anyone to know that you are examining the alternatives on this issue at this point. I also think that if the government's position in the litigation is at issue, that we should do no more than to ask the top levels of the Justice Department to assure themselves that the environmental laws are being fully carried out with respect to this project, as opposed to Justice providing an automatic defense of the Corps of Engineers.

Detailed options and recommendation await more complete information. At this point, I think our best course is simply to let the litigation involving the project go on its course.

Richard B. Russell(Corps of Engineers, Georgia and South Carolina)Project description:

Locate between Clark Hill and Hartwell Lakes on the Savannah River; a concrete gravity dam with four 75,000 KW hydropower units; reservoir storage would be 1.2 million acre feet.

Major benefits claimed:

Power	81%
Recreation	13%
Unemployment	6%

Benefit/cost ratios:

Remaining costs and benefits @ current rate (6 3/8%): 1.3
 Total @ authorized rate (2.2%): 3.25%

Financial data:

(in millions)

Total estimated Federal cost:	\$276.0
Allocated to date:	21.1
Estimated local share:	0
Allocated to date:	0

Total project is 8% complete.
 Construction is 7% complete.

Factors in decision:

- ° The project would inundate more than 26,000 acres of productive forest land and wildlife habitat and displace 60 families.
- ° The last undeveloped reach of the Savannah River and 50 miles of tributaries would be flooded, eliminating existing recreational opportunities and trout and bass fisheries.
- ° There would be potential water quality problems in Clark Hill Reservoir resulting from the project.
- ° Project benefits for recreation may be overstated and the costs of mitigation measures may be underestimated.

President's recommendation:

Delete funding and deauthorize project.

THE WHITE HOUSE
WASHINGTON

2-9-79

To Stu -

What can we
do now re R B
husseef dam?

(Don't flinch)

J.C.

February 24, 1978

To Linda Dyer

Thank you for sharing with me the concerns of Maine women who participated in the International Women's Year Conference and the National Women's Conference.

I will keep your recommendations in mind.

Sincerely,

JIMMY CARTER

Ms. Linda S. Dyer
Narrows Pond Road
Winthrop, Maine 04364

JC/mf/jmc/em

(address per IWY Secretariat - DOS - 632-8888)

60

Concerns of Maine women who
participated in IWY Conference
and National Women's Conf

780224/1835

THE WHITE HOUSE
WASHINGTON

2/22/78

joyce --

please see president's
note on attached for
type of response...if you
need help in finding
info on dyer, you might
try dan lee in the
scheduling/advance office
who advanced our recent
trip there.

thanks -- susan

address

mo.
1 Linda S. Dyer
Narrows Pond Road
Winthrop, Maine 04364

(per IWY Secretariat - DOS) - 632-8888

*Susan
Morrison
J*

mf
TO THE PRESIDENT OF THE UNITED STATES:

On behalf of participants in the Maine International Women's Year Conference and the Maine delegation to the National Women's Conference, I ask that you consider the following issues of importance to Maine women while you are visiting our state.

1. Four years ago the Maine Legislature voted to ratify the Equal Rights Amendment to the Constitution. Since that time Maine citizens and civic organizations have been working toward ratification on the national level, since we recognize that the failure to ratify in three more states by March 1979 could effectively render Maine's vote a nullity and could destroy the long struggle to achieve full equality during our lifetimes.

As shown by the national polls, a clear majority of the American people, including those in unratified states, favor ratification of the Equal Rights Amendment, and seventy per cent of the legislatures have voiced their support. We believe that equal rights at home is no less important than human rights abroad. Without your strong personal support, Mr. President, our efforts at writing equality into the law may be doomed, despite great popular support for this Amendment.

We urge you, therefore, to include the topic of equal rights in your upcoming "Fireside Chats" and to demonstrate your personal commitment to equality at every opportunity.

2. We applaud your efforts at increasing the number of women in top-level policy-making positions in government. We urge you to continue to set an example for private and state employers, by

appointing qualified women to high level executive positions. In addition, we hope that you will take affirmative measures to appoint qualified women to the federal judiciary.

3. We urge you to actively support the following legislation on women's issues presently pending in the Congress: H.J. Res. 638, to extend the current deadline for ratification of the ERA; H.R. 6075, S. 995, to eliminate discrimination against pregnant women in the work force; H.R. 8948, to provide emergency shelters for victims of domestic violence; and H.R. 8582, S. 418, to retrain displaced homemakers and help them become self-supporting and independent.

4. Finally, Mr. President, we urge you to support the National Plan of Action adopted after careful debate by the National Women's Conference and unanimously supported by the Maine delegation.

Linda S. Dyer

Linda S. Dyer
Chair of the 1977 Maine Women's
Conference and Chair of the
Maine Delegation to the National
Women's Conference